



TORQ Analysis of First-Line Supervisors/Managers of Production and Operating Workers to Storage and Distribution Managers

INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	First-Line Supervisors/Managers of Production and Operating Workers	51-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Storage and Distribution Managers	11-3071.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

89

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	95	Level	91	Level	81

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Category Flexibility	51	9	59	Speaking	63	2	78	Customer and Personal Service	71	21	81
Speech Recognition	51	5	75	Critical Thinking	62	2	76	English Language	57	12	74
Near Vision	53	5	65	Monitoring	74	2	76	Administration and Management	62	4	70
Speech Clarity	51	3	75								
Problem Sensitivity	51	3	72								
Oral Comprehension	57	2	75								
Written Comprehension	55	2	62								

LEVEL and IMPT (IMPORTANCE) refer to the Target Storage and Distribution Managers. GAP refers to level difference between First-Line Supervisors/Managers of Production and Operating Workers and Storage and Distribution Managers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers	Importance
Oral Comprehension	55	57	75
Oral Expression	57	57	75



Speech Recognition	46	51	75
Speech Clarity	48	51	75
Problem Sensitivity	48	51	72
Deductive Reasoning	53	50	65
Inductive Reasoning	51	46	65
Near Vision	48	53	65
Written Comprehension	53	55	62
Information Ordering	50	48	59
Category Flexibility	42	51	59
Written Expression	53	50	56
Fluency of Ideas	48	46	53
Selective Attention	50	44	53
Originality	50	42	50

Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers	Importance
Reading Comprehension	63	59	80
Time Management	62	58	80
Management of Personnel Resources	68	68	80
Speaking	61	63	78
Critical Thinking	60	62	76
Monitoring	72	74	76
Active Listening	65	59	75
Instructing	63	56	71
Judgment and Decision Making	59	54	70

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers	Importance
Customer and Personal Service	50	71	81
English Language	45	57	74
Administration and Management	58	62	70

**Experience & Education Comparison**

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers	Description	First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers
10+ years	2%	7%	Doctoral	0%	0%
8-10 years	5%	19%	Professional Degree	0%	0%
6-8 years	12%	2%	Post-Masters Cert	0%	0%
4-6 years	11%	8%	Master's Degree	0%	0%
2-4 years	33%	58%	Post-Bachelor Cert	1%	0%
1-2 years	21%	0%	Bachelors	13%	38%
6-12 months	3%	2%	AA or Equiv	17%	3%
3-6 months	2%	0%	Some College	17%	13%
1-3 months	3%	0%	Post-Secondary Certificate	20%	0%
0-1 month	0%	0%	High School Diploma or GED	26%	43%
None	4%	0%	No HSD or GED	3%	0%
First-Line Supervisors/Managers of Production and Operating Workers			Storage and Distribution Managers		
Most Common Educational/Training Requirement:					
Work experience in a related occupation			Work experience in a related occupation		
Job Zone Comparison					
3 - Job Zone Three: Medium Preparation Needed			3 - Job Zone Three: Medium Preparation Needed		
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.			Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.		
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.			Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.		
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.			Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.		

Tasks

First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers
Core Tasks	Core Tasks
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person. Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. Coordinating the Work and Activities of Others- Getting members of a group to 	<ul style="list-style-type: none"> Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person. Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.



work together to accomplish tasks.

- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

Specific Tasks

Occupation Specific Tasks:

- Calculate labor and equipment requirements and production specifications, using standard formulas.
- Confer with management or subordinates to resolve worker problems, complaints, or grievances.
- Confer with other supervisors to coordinate operations and activities within or between departments.
- Demonstrate equipment operations and work and safety procedures to new employees, or assign employees to experienced workers for training.
- Determine standards, budgets, production goals, and rates, based on company policies, equipment and labor availability, and workloads.
- Direct and coordinate the activities of employees engaged in the production or processing of goods, such as inspectors, machine setters, and fabricators.
- Enforce safety and sanitation regulations.
- Inspect materials, products, or equipment to detect defects or malfunctions.
- Interpret specifications, blueprints, job orders, and company policies and procedures for workers.
- Maintain operations data such as time, production, and cost records, and prepare management reports of production results.
- Observe work, and monitor gauges, dials, and other indicators to ensure that operators conform to production or processing standards.
- Plan and develop new products and production processes.
- Plan and establish work schedules, assignments, and production sequences to meet production goals.
- Read and analyze charts, work orders, production schedules, and other records and reports, in order to determine production requirements and to evaluate current production estimates and outputs.
- Recommend or implement measures to motivate employees and to improve production methods, equipment performance, product quality, or efficiency.
- Recommend personnel actions such as hirings and promotions.
- Requisition materials, supplies, equipment

- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

Specific Tasks

Occupation Specific Tasks:

- Advise sales and billing departments of transportation charges for customers' accounts.
- Arrange for necessary shipping documentation, and contact customs officials to effect release of shipments.
- Arrange for storage facilities when required.
- Confer with department heads to coordinate warehouse activities, such as production, sales, records control, and purchasing.
- Develop and document standard and emergency operating procedures for receiving, handling, storing, shipping, or salvaging products or materials.
- Develop and implement plans for facility modification or expansion, such as equipment purchase or changes in space allocation or structural design.
- Evaluate freight costs and the inventory costs associated with transit times to ensure that costs are appropriate.
- Evaluate locations for new warehouses and distribution networks to determine their potential usefulness.
- Examine invoices and shipping manifests for conformity to tariff and customs regulations.
- Examine products or materials to estimate quantities or weight and type of container required for storage or transport.
- Inspect physical conditions of warehouses, vehicle fleets and equipment, and order testing, maintenance, repair, or replacement as necessary.
- Interview, select, and train warehouse and supervisory personnel.
- Issue shipping instructions and provide routing information to ensure that delivery times and locations are coordinated.
- Negotiate with carriers, warehouse operators and insurance company representatives for services and preferential rates.
- Participate in setting transportation and service rates.
- Plan, develop, and implement warehouse



parts, or repair services.

- Set up and adjust machines and equipment.

Detailed Tasks

Detailed Work Activities:

- adjust production equipment/machinery setup
- analyze operational or management reports or records
- assign work to staff or employees
- communicate technical information
- compute production, construction, or installation specifications
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate production materials, activities or processes
- demonstrate or explain assembly or use of equipment
- determine factors affecting production processes
- develop maintenance schedules
- direct and coordinate activities of workers or staff
- establish employee performance standards
- estimate materials or labor requirements
- examine products or work to verify conformance to specifications
- explain rules, policies or regulations
- explain work orders, specifications, or work techniques to workers
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- manage inventories or supplies
- modify work procedures or processes to meet deadlines
- monitor production machinery/equipment operation to detect problems
- monitor worker performance
- motivate workers to achieve work goals
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- read work order, instructions, formulas, or

safety and security programs and activities.

- Prepare and manage departmental budgets.
- Prepare or direct preparation of correspondence, reports, and operations, maintenance, and safety manuals.
- Respond to customers' or shippers' questions and complaints regarding storage and distribution services.
- Review invoices, work orders, consumption reports, and demand forecasts to estimate peak delivery periods and to issue work assignments.
- Schedule and monitor air or surface pickup, delivery, or distribution of products or materials.
- Supervise the activities of workers engaged in receiving, storing, testing, and shipping products or materials.
- Track and trace goods while they are en route to their destinations, expediting orders when necessary.

Detailed Tasks

Detailed Work Activities:

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- arrange delivery schedules
- assign work to staff or employees
- call on customers to solicit new business
- communicate technical information
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- develop maintenance schedules
- develop policies, procedures, methods, or standards
- develop safety regulations
- direct and coordinate activities of workers or staff
- ensure compliance with government regulations
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- examine documents for completeness, accuracy, or conformance to standards
- hire, discharge, transfer, or promote workers
- inspect products or systems for regulatory compliance
- inspect property to determine damages
- interview job applicants



processing charts

- recommend improvements to work methods or procedures
- requisition stock, materials, supplies or equipment
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule activities, classes, or events
- schedule employee work hours
- set up production equipment or machinery
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques

Technology - Examples

Data base user interface and query software

- Database software
- Oracle software

Electronic mail software

- Email software
- IBM Lotus Notes
- Microsoft Outlook

Enterprise resource planning ERP software

- Bowen & Groves M1 ERP
- Capterra Enterprise Resource Planning
- Encompix ERP
- Epicor Vantage ERP
- Epicor Vista ERP
- Giraffe Production Systems software
- Intacct ERP software
- Made2Manage software
- Microsoft Axapta
- NetSuite NetERP
- Resource planning software
- Retain Resource Planning
- SAP Business One
- SAP software
- SYSPRO software

- investigate customer complaints
- maintain safe work environment
- measure, weigh, or count products or materials
- monitor facilities or equipment
- negotiate business contracts
- orient new employees
- oversee execution of organizational or program policies
- prepare reports
- provide customer service
- purchase property management or maintenance equipment or supplies
- resolve customer or public complaints
- schedule air or surface pickup, delivery, or distribution of product
- schedule facility or property maintenance
- schedule work to meet deadlines
- use conflict resolution techniques
- use negotiation techniques
- use oral or written communication techniques
- use weighing or measuring devices in transportation
- write administrative procedures services manual
- write business correspondence

Technology - Examples

Analytical or scientific software

- Integrated Decision Support Netwise Enterprise
- Integrated Decision Support Netwise Frontline
- QUALCOMM QTRACS
- QUALCOMM ViaWeb

Compliance software

- Scanlon Associates LogPak

Data base user interface and query software

- Microsoft Access

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP software

Graphics or photo imaging software

- Graphics software

Inventory management software

- Aljex Inventory
- DSA Foxware Warehouse Management



- Technology Group International Enterprise 21 ERP

Human resources software

- GHG electronic employee management suite eEMS software

Internet browser software

- Netscape software

Inventory management software

- Inventory management software

Materials requirements planning logistics and supply chain software

- Integrated materials management systems

- Materials management software

- QA Software QMS Materials Management

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- Microsoft Total Quality Control Management

- Total quality management TQM software

Spreadsheet software

- Microsoft Excel

- Spreadsheet software

Time accounting software

- Kronos Workforce Timekeeper

- Timekeeping software

- Work Technology WorkTech Time

Word processing software

- Microsoft Word

- Word processing software

Tools - Examples

- Desktop computers

- Personal protective clothing

- Laser printers

- Notebook computers

- Personal computers

- Respirators

- International Business Systems software

- Logility Voyager WarehousePRO

- MRA Technologies MRATrack Warehouse Management System

- Sentai Pinpoint

Label making software

- ABOL Manifest Systems

Materials requirements planning logistics and supply chain software

- Cadre Technologies Cadence Warehouse Management System

- Catalyst International CatalystConnect

- IBM i2 Transportation Manager

- Integrated Decision Support Corporation Netwise Supply Chain

- Integrated Decision Support Corporation Swap Advice

- IntelliTrack Warehouse Management System

- Radio Beacon WMS

- RedPrairie DLx Warehouse

- SSA Global Warehouse Management System WMS

- Supply chain event management software

- TECSYS EliteSeries

- TECSYS PointForce Enterprise

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- HighJump Software Warehouse Advantage

- Infosite Technologies DM Warehousing

- Sentai WarehouseTrac

Spreadsheet software

- Spreadsheet software

Time accounting software

- WorkForce Software EmpCenter Time and Attendance

Word processing software



- Safety glasses

- Protective shoes

- Laser scanners

- Operator terminals

- Word processing software

Tools - Examples

- Barcoding labels

- Barcoding scanners

- Desktop computers

- Digital cameras

- Forklifts

- Wireless communication and satellite positioning tools

- Cell phones

- Laptop computers

- Personal computers

- Personal digital assistants PDA

- Radio frequency handheld terminals

- Radio frequency identification RFID devices

- Global positioning systems GPS

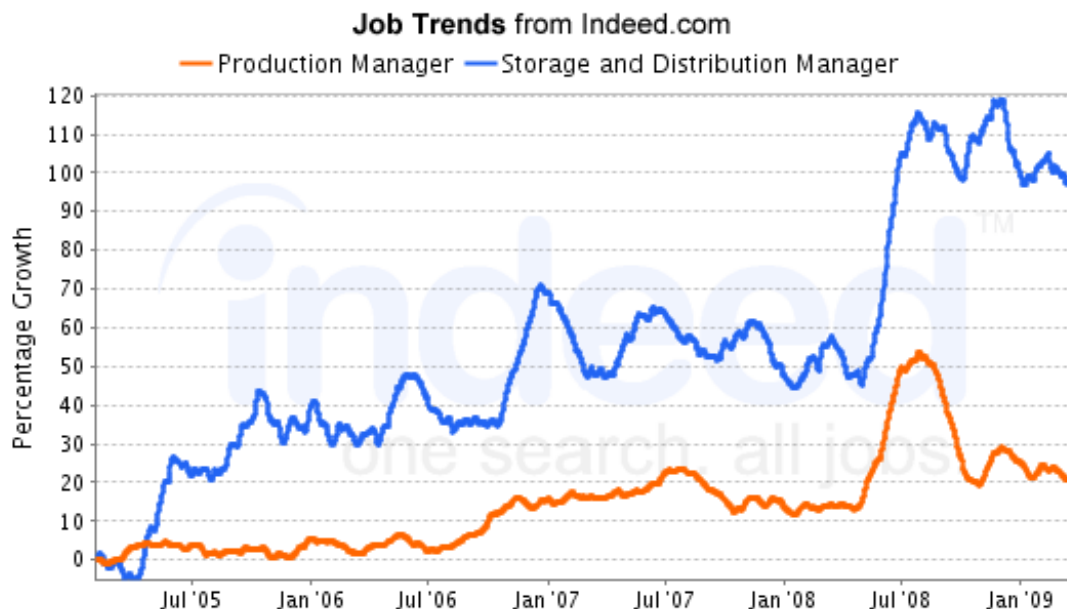
Labor Market Comparison

Description	First-Line Supervisors/Managers of Production and Operating Workers	Storage and Distribution Managers	Difference
Median Wage	\$ 45,510	\$ 62,270	\$ 16,760
10th Percentile Wage	\$ 28,000	\$ 40,840	\$ 12,840
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 58,890	\$ 82,310	\$ 23,420
90th Percentile Wage	\$ 73,810	\$102,600	\$ 28,790
Mean Wage	\$ 48,010	\$ 68,620	\$ 20,610
Total Employment - 2007	3,750	710	-3,040
Employment Base - 2006	3,893	701	-3,192
Projected Employment - 2016	3,745	736	-3,009
Projected Job Growth - 2006-2016	-3.8 %	5.0 %	8.8 %
Projected Annual Openings - 2006-2016	65	25	-40



National Job Posting Trends

Trend for First-Line Supervisors/Managers of Production and Operating Workers

Trend for
Storage
and
Distribution
ManagersData from [Indeed](http://www.indeed.com)

Recommended Programs

Public Administration

Public Administration. A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government; and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods.

Institution	Address	City	URL
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
University of Maine at Fort Kent	23 University Drive	Fort Kent	www.umfk.maine.edu
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/

Public Administration and Services, Other

Public Administration and Social Service Professions, Other. Any instructional program in public administration and services not listed above.

Institution	Address	City	URL
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University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
Aeronautics/Aviation/Aerospace Science and Technology, General			
Aeronautics/Aviation/Aerospace Science and Technology, General. A program that focuses on the general study of aviation and the aviation industry, including in-flight and ground support operations. Includes instruction in the technical, business, and general aspects of air transportation systems.			
No schools available for the program			
Aviation Management			
Aviation/Airway Management and Operations. A program that prepares individuals to apply technical knowledge and skills to the management of aviation industry operations and services. Includes instruction in airport operations, ground traffic direction, ground support and flightline operations, passenger and cargo operations, flight safety and security operations, aviation industry regulation, and related business aspects of managing aviation enterprises.			
No schools available for the program			
Business/Commerce, General			
Business/Commerce, General. A program that focuses on the general study of business, including the processes of interchanging goods and services (buying, selling and producing), business organization, and accounting as used in profit-making and nonprofit public and private institutions and agencies. The programs may prepare individuals to apply business principles and techniques in various occupational settings.			
Institution	Address	City	URL
Beal College	99 Farm Road	Bangor	bealcollege.edu
University of Maine at Farmington	224 Main St	Farmington	www.umf.maine.edu
University of Maine at Fort Kent	23 University Drive	Fort Kent	www.umfk.maine.edu
University of Maine at Presque Isle	181 Main St	Presque Isle	www.umpi.maine.edu
University of Maine at Presque Isle	181 Main St	Presque Isle	www.umpi.maine.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Business Administration and Management, General			
Business Administration and Management, General. A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.			
Institution	Address	City	URL
Central Maine Community College	1250 Turner St	Auburn	www.cmcc.edu
Central Maine Community College	1250 Turner St	Auburn	www.cmcc.edu
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
University of Maine at Augusta	46 University Dr	Augusta	www.uma.maine.edu/
Eastern Maine Community College	354 Hogan Rd	Bangor	www.emcc.edu
Husson College	One College Circle	Bangor	www.husson.edu
Husson College	One College Circle	Bangor	www.husson.edu
Husson College	One College Circle	Bangor	www.husson.edu
Beal College	99 Farm Road	Bangor	bealcollege.edu
University of New England	11 Hills Beach Rd	Biddeford	WWW.UNE.EDU
Washington County Community College	One College Drive	Calais	www.wccc.me.edu



University of Maine at Machias	9 O'Brien Ave	Machias	www.umm.maine.edu
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
University of Maine		Orono	www.umaine.edu/
Andover College	901 Washington Ave	Portland	WWW.ANDOVERCOLLEGE.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu
Northern Maine Community College	33 Edgemont Dr	Presque Isle	www.nmcc.edu
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu
Southern Maine Community College	2 Fort Road	South Portland	www.smccME.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu
York County Community College	112 College Drive	Wells	www.yccc.edu

Logistics and Materials Management

Logistics and Materials Management. A program that prepares individuals to manage and coordinate all logistical functions in an enterprise, ranging from acquisitions to receiving and handling, through internal allocation of resources to operations units, to the handling and delivery of output. Includes instruction in acquisitions and purchasing, inventory control, storage and handling, just-in-time manufacturing, logistics planning, shipping and delivery management, transportation, quality control, resource estimation and allocation, and budgeting.

No schools available for the program

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Production and Operating Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	100	3	3,750	\$45,510.00	\$0.00	-4%	65
11-3051.00	Industrial Production Managers	90	4	690	\$72,560.00	\$27,050.00	-12%	24
11-3071.02	Storage and Distribution Managers	89	3	710	\$62,270.00	\$16,760.00	5%	25



17-3026.00	Industrial Engineering Technicians	88	3	370	\$51,700.00	\$6,190.00	6%	9
11-9131.00	Postmasters and Mail Superintendents	87	3	420	\$55,200.00	\$9,690.00	-5%	10
11-3061.00	Purchasing Managers	83	4	330	\$72,560.00	\$27,050.00	2%	11
47-1011.00	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	83	3	3,190	\$46,630.00	\$1,120.00	3%	77
11-3071.01	Transportation Managers	83	3	710	\$62,270.00	\$16,760.00	5%	25
25-1194.00	Vocational Education Teachers, Postsecondary	83	4	0	\$47,550.00	\$2,040.00	51%	20
11-3042.00	Training and Development Managers	82	4	140	\$66,670.00	\$21,160.00	7%	4
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	82	4	930	\$55,220.00	\$9,710.00	-1%	19
11-9011.01	Nursery and Greenhouse Managers	82	4	30	\$60,610.00	\$15,100.00	20%	15
11-3011.00	Administrative Services Managers	82	4	1,090	\$56,630.00	\$11,120.00	5%	34
51-8012.00	Power Distributors and Dispatchers	82	4	0	\$47,720.00	\$2,210.00	0%	0
49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	82	4	2,490	\$46,810.00	\$1,300.00	0%	60

Top Industries for Storage and Distribution Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Federal government, excluding postal service	919999	8.18%	7,687	7,267	-5.47%
General freight trucking	484100	7.31%	6,875	7,777	13.11%
Warehousing and storage	493100	5.90%	5,551	7,414	33.57%
Management of companies and enterprises	551100	5.66%	5,322	6,135	15.28%
Local government, excluding education and hospitals	939300	4.83%	4,542	5,102	12.34%
Couriers	492100	4.11%	3,862	4,150	7.46%
Grocery and related product wholesalers	424400	3.41%	3,203	3,503	9.35%
Freight transportation arrangement	488500	3.38%	3,180	4,031	26.76%



Specialized freight trucking	484200	2.57%	2,418	2,724	12.64%
Self-employed workers, primary job	000601	2.55%	2,400	2,557	6.54%
Rail transportation	482100	1.86%	1,751	1,507	-13.94%
Scheduled air transportation	481100	1.65%	1,553	1,715	10.41%
State government, excluding education and hospitals	929200	1.52%	1,429	1,402	-1.87%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.13%	1,063	1,239	16.57%
Wholesale electronic markets and agents and brokers	425100	1.12%	1,055	1,197	13.48%

Top Industries for First-Line Supervisors/Managers of Production and Operating Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Plastics product manufacturing	326100	4.03%	28,154	29,844	6.00%
Printing and related support activities	323100	3.61%	25,224	19,985	-20.77%
Motor vehicle parts manufacturing	336300	3.08%	21,518	17,131	-20.39%
Architectural and structural metals manufacturing	332300	2.52%	17,595	18,792	6.80%
Self-employed workers, primary job	000601	2.40%	16,779	17,876	6.54%
Grocery stores	445100	2.37%	16,559	18,067	9.11%
Animal slaughtering and processing	311600	2.24%	15,642	17,851	14.13%
Local government, excluding education and hospitals	939300	2.07%	14,471	16,257	12.34%
Machine shops	332710	1.99%	13,948	11,538	-17.28%
Converted paper product manufacturing	322200	1.89%	13,212	11,088	-16.08%
Semiconductor and other electronic component manufacturing	334400	1.88%	13,126	11,473	-12.59%
Drycleaning and laundry services	812300	1.75%	12,216	12,217	0.01%
Other wood product manufacturing	321900	1.64%	11,463	10,802	-5.77%
Other fabricated metal product manufacturing	332900	1.57%	10,950	9,702	-11.39%
Other general purpose machinery manufacturing	333900	1.41%	9,879	8,918	-9.73%